

REGIONAL PROSPERITY INITIATIVE APPLICATION

Submission Deadline:
November 1, 2013



The Regional Prosperity Initiative Application Form was developed to facilitate the application process for regional collaboration within designated regions throughout Michigan, as illustrated on the attached map.

The following checklist outlines the sequence of steps to complete an application:

- ☐ Study the Regional Prosperity Guidance and boilerplate to understand the requirements and purpose behind the new approach to regional collaboration and whether you are eligible to apply on behalf of your partnership.
- ☐ Note any additional requirements beyond the prerequisites of the grant application form (e.g., letters of support, application deadlines, etc.).
- ☐ Fill out the application form completely.
- ☐ Applications must be accompanied by a cover letter (no more than one page) in which you state your request and proposed use of funds. This letter should be signed by your director and your board president.
- ☐ The application for which you are seeking approval is a collaboration with other agencies; include letters of support from the collaborating agencies. (A resolution of support from the lead applicant and a letter of support from each co-applicant are due at the time of submission.)
- ☐ Complete the narrative section on page six. Please, no more than four pages total (type no smaller than twelve point, margins no smaller the one inch).
- ☐ Enclose your organization's incorporating documents and pertinent memorandums of understanding.
- ☐ Enclose a list of current board members (include member affiliations and any other pertinent information).
- ☐ Enclose a list of key organizational staff, including titles and main functions.
- ☐ Enclose the most recent audited financial statement (if available).
- ☐ Enclose your organization's current year operating budget.
- ☐ Enclose a detailed budget of the project for which funds are being sought (if applicable).
- ☐ Application is due to DTMB by November 1, 2013. Submit by e-mail: harkinsc1@michigan.gov.

Additional questions may be directed to:

Sara Wycoff
Strategic Advisor
Executive Office of Governor Rick Snyder
wycoffs@michigan.gov

Chris Harkins
Legislative Liaison and Policy Advisor
Dept. of Technology, Management and Budget
harkinsc1@michigan.gov

GLOSSARY OF TERMS/ACRONYMS:

CDC: Collaborative Development Council	MPO: Metropolitan Planning Organization
CEDS: Comprehensive Economic Development Strategies	MWA: Michigan Works! Agency
EDA: Economic Development Administration	RPA: Regional Planning Agency
FTE: Full-time Equivalent	SPDR: State Planning and Development Regions
MEDC: Michigan Economic Development Corporation	

APPLICATION MADE FOR: Region 1b
(NAME of REGION)

DATE: October 31, 2013

NAME OF APPLICANT ORGANIZATION:

Central Upper Peninsula Planning & Development Regional Commission

YEAR INCORPORATED: 1968

ADDRESS: (include street address if different)

2415 14th Ave. S

Escanaba, MI 49829

Is the name above the same as
it appears on the IRS Letter of
Determination? Yes ☒ No ☐

If not, explain: _____

CHIEF EXECUTIVE'S NAME & TITLE: Joel Schultz, Executive Director

CONTACT'S NAME & TITLE (if different): Rhiannon Haller, Assistant Community Planner

CONTACT TELEPHONE NUMBER: 906.786.9234

EMAIL ADDRESS: jschultz@jobforce.org

NUMBER OF FTE POSITIONS: 5

OPERATING BUDGET TOTAL FOR CURRENT FISCAL YEAR:

Fiscal Year: October 1, 2013 September 30, 2014
From To

SOURCES OF INCOME:

Government	Federal	18.2 %	Fees/Earned Income	22.3 %
	State	43.0 %	Individual Contributions	0 %
	County	7.0 %	Corporate and/or Foundation Grants	0 %
	City/Township/Village	9.5 %	Special Events	0 %
			Memberships	0 %
			Other	0 %

Are you applying for (check one of the following):

Regional Prosperity Collaborative ☒
(TIER ONE)

Regional Prosperity Council ☐
(TIER TWO)

Regional Prosperity Board ☐
(TIER THREE)

Are you applying for funds to complete a feasibility study for the purpose of developing a strategy to move to a different tier (check one of the following):

YES ☒

NO ☐

Guidance for Regional Funding Applications and Expectations

1. What is the total amount of your funding request? Please provide an itemized list of what you intend to do with that funding. Include a timeline, information about any funds you will plan to leverage in your effort and how you intend to measure success.

Total funding request: \$229,000

TIER 1: REGIONAL PROSPERITY COLLABORATIVE Total: \$159,000		
Item	Purpose/Narrative	Amount Requested
Event and travel budget for regional prosperity collaborative meetings	Partially reimburse partner travel to encourage meeting attendance; facility rental and food budget (at approximately \$60 a head for estimated 25 participants for 12 meetings)	\$18,000
Video conferencing equipment and infrastructure*	Provide for a minimum of two HD video conferencing centers to facilitate more frequent communication and collaboration.	\$16,000
CUPPAD cost	Facilitate CUPPAD's capacity to administer grant funds, coordinate activities, create report and develop dashboard, update relevant social media platforms, provide assistance updating dashboard (at CUPPAD's \$90/hr billable rate for approximately 1,111 hours of work over course of project)	\$100,000
Publish plan	Materials and supplies for printing and mailing (at approximately \$15 per 150 page report for 250 copies + estimated mailing costs)	\$5,000
Database	Provide access to database for Regional Prosperity Collaborative partners to input and store metrics on a database (i.e. Salesforce) by partnering with UPCDC	\$10,000
Regional Prosperity Collaborative Website and Online Dashboard	Create social-media integrated website to host minutes and materials, for gathering public participation; create and maintain online portal and dashboard into which partners can input their metrics/performance quarterly (at \$100/hr consulting fees for 50 hours and \$5,000 for hosting/maintenance costs over course of project)	\$10,000
*Each of the three U.P. regions is requesting funding for these items. For videoconferencing, we will pool together awarded funds for a minimum of six video conferencing centers available to the public across the U.P.		

FEASIBILITY STUDY Total: \$70,000		
Item	Purpose/Narrative	Amount Requested
Event and travel budget for meetings	Four meetings in addition to RPC meetings to determine feasibility of moving to Tier 2 (at approximately \$60 a head for estimated 25 participants for 4 meetings)	\$6,000
UPEDA staffing*	Staff and provide a travel budget for the U.P. Economic Development Alliance to facilitate U.P. wide collaboration and a joint feasibility study for the entire U.P.	\$50,000
CUPPAD Cost	Facilitate CUPPAD capacity to coordinate activities and meetings, follow up on action items from meetings; draft memorandums of understanding, draft feasibility study report (\$90/hr billable for approximately 128 hours of work)	\$11,500
Publish feasibility study report	Materials and supplies for printing and mailing (at approximately \$5 per 50 page report for 250 copies + estimated mailing costs)	\$2,500
* Each region in the U.P. will contribute \$50,000 for a total of \$150,000 to staff and provide a travel budget for UPEDA.		

The following chart provides a list of activities that will be conducted with the requested funds. Additionally, the chart provides a timeline for each activity and information about how we will measure success. The timeline is based on the estimated project completion date of September 30, 2014.

WORK PLAN AND TIMELINE			
Activity	Timeframe	Responsible Party	Success Criteria
Plan Regional Prosperity Collaborative (RPC) meetings, Feasibility Study Meetings, and finalize work plans	Within two weeks of funding approval	CUPPAD	Distribution of meeting schedules and work plan
Provide input on RPC meeting agendas	Week prior to monthly meetings	RPC members	Agendas cover broad range of topics
Regional Prosperity Collaborative meetings	Monthly beginning Jan. 2014	RPC members	At least 2/3 member attendance at each meeting.
Feasibility Study Meetings	Quarterly beginning Jan. 2014	Interested RPC members	Determine whether or not moving to Tier 2 is feasible and actionable steps to get there
Create temporary landing page for RPC	January 2014	CUPPAD	Page created by deadline
Publish minutes and meeting agendas/materials on website	As required	CUPPAD	Minutes published within one week of meetings

Create website and online dashboard for RPC	January 2014-June 2014	CUPPAD	Website and dashboard functional by deadline
Purchase video conferencing equipment infrastructure	March 2014	CUPPAD	Equipment purchased and in use
Grant funding to UPEDA	By April, 2014	CUPPAD	UPEDA staff hired
Plan feasibility study meetings	By May, 2014	RPC members	Committee formed by deadline
Discuss strategies and annual goals for prosperity plan	Continuous	RPC members + any other interested parties	Developed content for Regional Prosperity Plan (RPP)
Develop regional performance dashboard	By June 2014	RPC members + any other interested parties	Developed content for dashboard by deadline
Draft prosperity plan based on discussions; publish draft on website	By June 2014	CUPPAD, RPC	Completed draft RPP by deadline
Public input on draft RPP	June 2014 – July 2014	CUPPAD	Response through social media, open house
Revisions to RPP	July 2014-August 2014	CUPPAD	Revisions made by deadline
Meet with partners and other regions to discuss moving up to Tier 2	Quarterly	RPC members	2/3 committee member attendance
Approve RPP	By September 1, 2014	RPC	2/3 approval of RPC
Publish RPP	By September 30, 2014	CUPPAD	Plan published online and hard copies distributed to all partner organizations, local jurisdictions, and other appropriate entities
Draft feasibility study	By September 15, 2014	CUPPAD	Study published by deadline
Publish feasibility study	By September 30, 2014	CUPPAD	Report published by deadline
Process project invoices and financial reporting	As required	CUPPAD	Deadlines met
Prepare grant reports	As required	CUPPAD	Deadlines met

Overall success will be measured by:

- Completion of the five-year prosperity plan, performance dashboard, and meeting annual goals.
- Completion of feasibility study
- Improved collaborative environment
- Improvement in dashboard metrics, e.g.:
 - Increase in jobs created
 - Client satisfaction (e.g. residents, local jurisdictions, businesses)
 - Increase in regional assessed value
 - Cluster creation and expansion

2. List all partners participating in this application. Please specifically denote those that are required partners as identified in the boilerplate language. Please outline any additional prospective partners you will be approaching to participate in this effort.

Adult Education: Career Connections Group, Delta-Schoolcraft Intermediate School District

Higher Education: Bay de Noc Community College, Northern Michigan University, Michigan Technological University

Economic Development: Schoolcraft County EDC, Delta County EDA, Greater Munising Bay Partnership for Commerce Development, Dickinson Area Partnership, Lake Superior Community Partnership (which is also the lead organization for UPCDC), Munising DDA, Alger County Chamber of Commerce, Delta County Chamber of Commerce, MI-SBTDC – Upper Peninsula, UPEDA, MI Upper Hand, The Big Chair Club, UPWard Initiative, Northern Initiatives, Green Aviation Coalition, Delta County Brownfield Authority

Transportation: MDOT Superior Region; MDOT Ishpeming TSC, Alger County Transit, Schoolcraft County Road Commission, Menominee County Road Commission, Dickinson County Transit, Menominee County Transit, Delta County Airport

Workforce Development: Michigan Works!, Manpower, Lakestate Industries

Local Units of Government: Requests for resolutions of support were sent out to all local jurisdictions in the six-county region. Many jurisdictions do not have regular board meetings and were unable to provide a resolution by the deadline. To date, we have letters of support from the Hannahville Indian Community; City of Escanaba, City of Gladstone, Brampton Township, Masonville Township, Ensign Township, and Wells Township in Delta County; Delta County Board of Commissioners; Ely Township in Marquette County; Thompson Township and Doyle Township in Schoolcraft County; City of Stephenson and Spalding Township in Menominee County; City of Munising in Alger County; and the City of Kingsford and Waucedah Township in Dickinson County.

Other: In addition to the required partners, we have received letters of support from a wide variety of private, nonprofit and public entities: Eagle Mine, Upper Peninsula Power Company, Gladstone-Rapid River Schools, North Central Area Schools, Michigan Council for Arts and Cultural Affairs, MDS Community Action Agency

Information about the initiative and requests for participation and support were sent to all county road commissions, transit authorities, and all local units of government. We will continue to include these entities in the collaboration and keep them regularly informed through e-mail, our website, direct mailings, and attending local board meetings.

3. Are the proposed counties to be served in accordance with the regional prosperity map? If not, why not? How do you intend to begin to work in the region outlined in the aforementioned map going forward?

Proposed counties to be served are located in Region 1b, the Central U.P. Prosperity Region. Consistent with the direction of the State, we recognize the unique characteristics and challenges of the Central Six Counties represented by CUPPAD. And as such have dedicated resources to create an appropriate Regional Prosperity Plan enhancing the said Region. We also, however, realize that very often the entire Upper Peninsula is recognized as a Region to many, and due to population levels we must look at common opportunities across the U.P. to create synergies in order to pursue resources collectively.

For years we have been caught between meeting the needs of our local, unique Region, while recognizing the need for an U.P. wide effort to collaborate and advocate for the Region. To this end, the UPWard Initiative was created out of the 2009 Regional Innovation Grant award to the entire U.P. and some neighboring economies. In collaboration with our neighboring Economic Development Districts, we concur that we need a unified voice for the U.P., updating and executing the existing UPWard Initiative document (which is attached). Therefore we would dedicate \$50,000 of our overall budget, in conjunction with similar fund dedication by our neighbors, to staff the Upper Peninsula Economic Development Alliance (UPEDA), the current host of the UPWard Initiative plan. We envision our collective effort putting a quality director in place, with support staff and travel budget. This would allow staff to communicate regularly with State government in Lansing. The UPEDA has a strong, well represented board in place and is willing to provide insurances to the planning district to utilize the resources as specified.

This collective effort would be within the direct spirit of the Regional Prosperity concept, and would have expected outcomes of job creation, retention and enhancement. We could expect trailways, highways, bike paths, and public infrastructure as a whole to be connected across the U.P. Resource mapping, public need triaging, and Regional initiatives would be consistently delivered. Furthermore, a U.P. Wide Regional Prosperity Plan would be created and maintained in collaboration with the three Sub-Regions to umbrella the entire Upper Peninsula. CUPPAD's central location, partnerships, and demonstrated success in collaboration places us in a strategic position to lead this discussion and to leverage resources through cooperation and consolidation of structures throughout the Upper Peninsula.

1. LEAD APPLICANT ORGANIZATIONAL BACKGROUND:

The main goal of the CUPPAD Regional Commission is to foster cooperative analysis, planning, and action for economic, social and physical development and conservation within the central Upper Peninsula. Governed by a 37-member commission with an 8-member Executive Committee, CUPPAD has provided economic development and planning assistance to communities within the central six counties of the Upper Peninsula since 1968. CUPPAD's staff possesses the following capabilities: economic development, planning, zoning, transportation planning, GIS and mapping. CUPPAD provides extensive grant writing and administration capabilities. Additionally, CUPPAD participates in regional transportation and criminal justice committees. CUPPAD is also a federally-designated Economic Development District and develops the Comprehensive Economic Development Strategy (CEDS) for the Central U.P.

Most notably, CUPPAD is one of several organizations who partner with the Michigan Works! Job Force Board through a formal agreement to share administrative services. The memorandum of understanding is attached to this application, as well as a chart showing all the Michigan Works! Partner organizations. Other application partner organizations (listed above) include public, private, and nonprofit entities, representing adult education, higher education, transportation, workforce development, and economic development. We routinely work with these organizations on a variety of planning and economic development projects. As a regional planning organization, CUPPAD is uniquely qualified to lead continued collaboration in this group by meeting monthly and creating a regional prosperity plan.

History of Accomplishments: CUPPAD's work shows a history of success in regional collaboration. Our accomplishments include:

- CEDS – regional economic development blueprint; updated annually
- Criminal Justice subcommittee since 1977; collaborating with local law enforcement officials
- Regional transportation plans (both motorized and non-motorized) in collaboration with MDOT, county road commissions and transit authorities
- Participation in Rural Task Force and Small Urban Selection Committee
- Master plans, comprehensive plans, recreational plans, coastal management plans, and zoning ordinances for local units of government within the Central U.P.
- County-wide hazard mitigation plans in collaboration with FEMA and Michigan State Police
- Regional re-granting agency for the Michigan Council for Arts and Cultural Affairs
- Worked with partner organizations on: "An Economic Opportunity Study for the Michigan Upper Peninsula/Wisconsin Border Region," the CEDS, transportation plans, Northern Michigan University's Center of Regional Excellence (CORE), and numerous other projects over the years.

Area and Population Served: CUPPAD serves a six-county region in the Central U.P. covering Alger, Delta, Dickinson, Marquette, Menominee and Schoolcraft counties. Total population served is 172,429 (U.S. Census Bureau, 2010). Several partner organizations serve additional counties. Michigan Works! The Job Force Board provides workforce development services to

the entire UP through its branch offices. UPEDA is an economic development alliance containing members from all over the UP. MISBTDC – UP provides business development services to the entire UP. Northern Michigan University is the largest university in the Upper Peninsula and serves the entire state of Michigan with adult and higher education programs.

Role of Volunteers: Our 37-member Commission and 8-member Executive Committee serve on a volunteer basis. Membership on Commission is derived from representation from all six counties.

2. IDENTIFICATION OF REGIONAL ASSETS:

Geography and Demographics: The Central UP contains six counties, Alger, Delta, Dickinson, Marquette, Menominee and Schoolcraft. The area is bordered by Lake Superior to the North, Lake Michigan to the South. Menominee and Dickinson county share a border and cultural ties with Wisconsin.

Economy/Talent: The Central U.P. has a diverse range of major industries, including: paper manufacturing, shipbuilding, mining, logging, agriculture, education, healthcare, tourism, and recreation. In addition to these industries, the Central U.P. is home to a multitude of professional services firms, such as engineering, web design, finance, and real estate. Ninety-one percent of residents have at least a H.S. diploma (or equivalent), and 21% of residents have a Bachelor's degree or higher.

Education: The Central Upper Peninsula is home to the Upper Peninsula's largest university, Northern Michigan University, located in Marquette. Northern Michigan offers undergraduate and graduate degrees, and also functions as Marquette County's community college. Additional educational facilities include Bay de Noc Community with campuses in Escanaba and Iron Mountain. Several programs at Bay College allow for completing a four year degree from Lake Superior State University (LSSU) on-site in Escanaba or Iron Mountain. The Central U.P. also has close affiliations with Michigan Technical University in Houghton as well as UW-Marquette on the Michigan/Wisconsin Border in Marinette, WI.

Transportation

Highways – Major east-west transportation routes are US-2, traversing the Upper Peninsula from the I-75 junction in St. Ignace to Ironwood, M-28, US-41, US-141, M-35 and M-95 are the major north-south routes.

Bus - Each county operates a transit system that primarily provides bus service for disabled and elderly people. Marquette County's transit service also provides fixed-route service and Alger County's AlTran provides service to Marquette. Indian Trails provides intercity bus service.

Rail - There is no passenger rail service within the U.P. Canadian National and the Escanaba & Lake Superior railroad operate commercial freight lines in the Central U.P., carrying iron, timber, and other raw materials and products from the region to the rest of the United States.

Air - Delta County Airport in Escanaba, K.I. Sawyer Intl. Airport near Marquette, and Ford Airport in Kingsford have daily commercial flights to major regional air hubs. The region is also home to three utility airports – Hanley Field in Munising Township, Schoolcraft County Airport in Manistique Township, and Twin County Airport in the City of Menominee.

Water –Commercial water ports are located in Marquette and Munising on Lake Superior and at Menominee, Escanaba, Gladstone, Manistique, and Port Inland on Lake Michigan. The ports in Marquette and Escanaba represent the largest volume of waterborne commerce shipped in the U.P. Railroads carry iron ore from the mines to the ports.

CUPPAD is uniquely qualified to bring all of the appropriate partners together to leverage the region's assets to create, strengthen and support regional economic prosperity. For example, through the CEDS, we have experience collecting and prioritizing input from local units of government and other public, private, and nonprofit entities on how to move our region forward. We have experience leveraging resources through our shared administrative and leadership services with Michigan Works! We are familiar with the wide variety of issues and opportunities at a local and regional level through developing comprehensive plans, recreation plans and other community initiatives for jurisdictions in our region. Our broad community connections, as evidenced by the several letters of support included in this application, will allow us to bring everybody together to move the region forward through creating the regional prosperity plan and performance dashboard.

Additionally, our central location puts us in a strategic position to leverage resources for the entire U.P. Our bountiful natural resources – primarily minerals and timber - are a large driver of the U.P. and Michigan's economy. The U.P.'s largest university, Northern Michigan University, is located within our region, and the award-winning Bay College is a short drive from the CUPPAD offices. We have close affiliations with LSSU and Michigan Tech as well as the University of Wisconsin Marinette. There is a substantial cluster of defense related industries, including Marinette Marine, The Oldenburg Group, Basic Marine, and Enstrom Helicopter Corporation within our region. Several airports within the region provide daily flights to Detroit, connecting residents and business to the rest of the United States and the world.

3. NEEDS STATEMENT:

The following needs illustrate barriers to growth and prosperity in the Central Upper Peninsula. However, collaboration between public, nonprofit, and private entities participating in economic development, workforce development, adult education, higher education, and transportation activities – many of whom have begun to address these issues at a localized level - will facilitate the creation of strategies to remove these barriers at a regional and UP-wide level. These issues are based on research from the Central U.P. Economic Development Strategy and the 2009 Economic Opportunity Study for the Michigan Upper Peninsula/Wisconsin Border Region (both attached). These documents and issues will act as a firestarter for discussions at the monthly Regional Prosperity Collaborative meetings and the outline for the five-year regional prosperity plan and performance dashboard. Issue categories align with the 2009 Economic Opportunity Study:

- Business Growth & Development: Most communities in the region are anchored by one or two major employers – most commonly in the mining, timber, paper manufacturing, and healthcare industries. Economic diversification is necessary to mitigate the impact if any of those anchors shut down. Additionally, many entrepreneurs and small businesses are unaware of the many resources available to them for business growth and local communities are often unaware

of initiatives like the MEDC's Redevelopment Ready Communities program that aims to promote vibrancy and competitiveness.

- **Education & Workforce Training:** There is a gap between what students know and what employers seek; there is a need for workforce training in paper and forest products, shipbuilding, digital technology, and entrepreneurship

- **Health Care:** Costs of providing mental health care services and filling elder care positions are high; better coordination of service delivery and creating talent pools for these positions is necessary. Aging population means increased demand for home care services with a projected strong demand for health care workers

- **Higher Education:** There is a need to focus on growing the research base, higher education enrollments, tech transfer, spinoff opportunities from research and other activities

- **Infrastructure:** Lack of transmission capability - most of the electrical transmission lines in the Central Upper Peninsula are 69KV or 138KV lines which limit the ability to develop electrical production using any type of major generation facility. New economy infrastructure in the region needs vast improvements.— broadband; cell service; region wide communication network such as videoconferencing to mitigate the long distances between communities. Without a functioning regional rural transit system, a significant number of persons without the use of automobiles are severely limited in their ability to access employment and services due to long distances between communities. Improved maintenance is needed to maintain the viability of commercial ports in the region.

- **Natural Resources:** Protection of the region's natural resources is vital in terms of sustainability and economic growth, as the region's economy heavily relies on logging, raw mineral extraction and agriculture. Value added manufacturing of these natural resources has not been fully explored. Biomass and biofuels as well as renewable energy have not been fully explored

- **Tourism & Seasonal Residents:** Traffic concerns during peak seasons due to the lack of four-lane highways in the region. For an area so dependent on tourism, lack of high-end retail, dining, and lodging options and an untapped economic potential of coastal areas. There is also a lack of linkages between trails.

4. ADDITIONAL INFORMATION:

We are proposing to hold meetings on the same day and at the same facility as the UPCDC meetings to encourage attendance and broad collaboration. UPCDC meetings already meet in Marquette due to its central location in the U.P, and we would propose rotating between Marquette and Escanaba. The 2014 UPCDC meeting schedule is attached to this application for reference.

Furthermore, our regional prosperity plan would derive information from the region's State of the Workforce plan, community health assessments, transportation plans, and other existing regional plans. Many of our partners have worked on these plans, so the Central U.P. Regional Collaborative would allow us to build on existing efforts and consolidate them into a broad plan for prosperity.